



CITY OF LINCOLN ECONOMIC DEVELOPMENT COMMITTEE

RETREAT AGENDA

December 14, 2016

8:00 AM to 12:00 PM

Lincoln City Hall

600 Sixth Street, Lincoln, CA 95648

First Floor Meeting Room

ROLL CALL: Matthew Brower, Vic Freeman, Matthew Gardner, Peter Gilbert, Jerry Harner, Joann Hilton, Paul Joiner, Mike Miller (Chair), Cathi Ruff, Cherri Spriggs-Hernandez, Shawn Tillman, Sally Welch (Vice Chair), Carol Witten

MINUTES: Approval of Minutes from November 9, 2016

PUBLIC COMMENT: Citizens may address the Committee regarding items not posted on the agenda. In most cases, the Committee may not discuss or take action on items not posted on the agenda.

COMMITTEE BUSINESS:

1. Business Introduction: Curtis Smith, Owner, Beermann's <http://www.beermanns.net/>

RETREAT AGENDA:

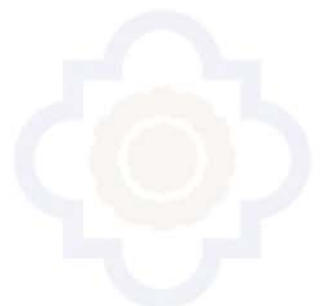
1. Committee Charter Review
2. Identify Scorecard/Performance Metrics
3. Action Plan Review
4. Next Steps

OTHER ITEMS:

1. Future agenda Items
 - a. Discuss re-routing truck traffic
 - b. EDC Award
 - c. Parklet Presentation
 - d. Business Outreach

NEXT SCHEDULED MEETING:

February 8, 2016, 8:00 AM



Economic Development Committee Meeting Minutes, Wednesday 11/9/16

Call to Order: Mike Miller (EDC Chair) at 8:00AM

Present: Mike Miller (EDC Member Chair), Sally Welch (EDC Member Vice-Chair), Paul Joiner (City Council), Peter Gilbert (City Council), Shawn Tillman (EDC Manager), Matt Brower (City Manager). EDC Members: Cathi Ruff, Cherri Spriggs-Hernandez, Carol Witten, Joann Hilton, Jerry Harner.

Absences: Matt Gardner (EDC Member), Vic Freeman (EDC Member)

Motion for Minutes Approval: Motion by Jerry Harner, 2nd by Sally Welch

Guests: Dan Karleskint (Planning Commissioner & Airport Task Force), Tom Cosgrove (CEO Lincoln Chamber), Roger Ueltzen (Chair Sports Tourism), Bob Romness (Executive Director Lincoln Volunteer Center).

Public Comment: None

Committee Business:

1. Agenda for EDC planning meeting: ½ day (4 hour) workshop for future date. Mike Miller proposed a three-step process to review the EDC Charter (from City Council), to review the Action Plan (from EDC Manager, Shawn), and to review specifics for Metrics.
2. Business Introduction: Clifton Taylor (Richland Communities, Inc.) and Matt Lundgren (General Manager of the Lincoln Potters) discussed the Lincoln Potters Baseball Team. The newly formed Lincoln Potters Team is part of the Great West League (GWL), a collegiate summer baseball league.

Updates:

1. Parklet: Sacramento has a pilot Parklet Program, with San Francisco as the Parklet model. Peter Gilbert will follow up on contact for a future presentation to EDC.
2. October 2016 New Business Licenses: 17 new businesses, which is the average expectation. Red Box changed name to Outerwall, Inc., which are small businesses located in larger businesses.
3. Report on “Creating an Ecosystem of Entrepreneurship” Workshop on October 28th, 2016 presented by Joann Hilton. A handout “Main Street & Ecosystems of Entrepreneurship and the Role of Commercial Districts Workshop” accompanied her presentation, which served as a reference.

Future Agenda Items:

1. Discuss business outreach calls by EDC to new businesses as part of the Action Plan.
2. Report about the “Competiveness Forum” at William Jessup on November 15th.
3. Progress update of the Lincoln Potters regarding January 21st, 2017 initial event.
4. Discuss EDC developing recognition awards for exceptional volunteers.

Meeting Adjourned: 9:40AM by Chair Mike Miller
Respectfully Submitted by Carol Witten, EDC Member

CHAPTER 2.60 - BOARDS/COMMITTEES/COMMISSIONS

2.60.010 - Established.

The following boards/committees/commissions are established without loss of continuity planning commission, **economic development committee**, library advisory board, park and recreation advisory committee, theme and naming committee, building board of appeals, code enforcement/abatement hearing board and transit committee.

(Ord. 792B §8(part), 2005)

2.60.015 - Composition.

The planning commission shall consist of seven public members. All planning commission members shall reside within the city limits of Lincoln. **The economic development committee shall consist of nine public members, two council members, the city manager and one additional staff person. At least three public members of the economic development committee shall reside within the city limits of Lincoln.** The library advisory board shall consist of six public members. At least four public members of the library advisory board shall reside within the city limits of Lincoln. The park and recreation advisory committee shall consist of nine public members and two alternates. At least six public members of the park and recreation advisory committee shall reside within the city limits of Lincoln. The theme and naming committee shall consist of six public members and the mayor pro tem. At least three public members of the theme and naming committee shall reside within the city limits of Lincoln. The building board of appeals shall consist of five public members who shall be qualified by experience and training to pass upon matters pertaining to building construction. The code enforcement/nuisance abatement hearing board shall consist of three public members. All three public members of the code enforcement/nuisance abatement hearing board shall reside within the city limits of Lincoln. The transit committee shall consist of five public members and two council members. Four members of the transit committee shall reside within the city limits of Lincoln and one of the public members shall be appointed by the superintendent of the Western Placer Unified School District.

(Ord. No. 839B, § 1, 6-23-2009; Ord. 792B §8(part), 2005)

2.60.020 - Nomination and appointment.

The city clerk will solicit applicants to serve on all the boards/committees/commissions. The city council shall screen the applications and interview the remaining potential applicants. Each member of the city council shall be allowed to nominate one member of the planning commission and the city council may thereupon appoint such individual by majority vote. Any member of any board/committee/commission may be removed without cause at any time by a majority vote of the city council.

(Ord. 792B §8(part), 2005)

2.60.025 - Terms of office.

The terms of office for all boards/committees/commissions shall be four years. All terms shall begin on the second Tuesday of January or as soon thereafter, following the November even-numbered year election. No public board/committee/commission member shall serve more than two consecutive terms.

(Ord. 792B §8(part), 2005)

2.60.027 - Vacancies.

A vacancy in membership in any of the boards/committees/commissions shall be filled for the unexpired term. The city council shall screen the applications, interview the potential applicants and by majority vote, appoint an individual to fill the unexpired term. A vacancy in membership in the planning commission shall be filled for the unexpired term by a nomination by the city council member who initially had nominated that person and appointment by the city council.

(Ord. 792B §8(part), 2005)

2.60.030 - Duties.

The planning commission duties are prescribed by Section 65101 of the Government Code, the planning commission shall serve as the "advisory agency" as the term is used in the Subdivision Map Act and shall consider such matters as may be prescribed by applicable state law and ordinances of the city.

(Ord. 792B §8(part), 2005)

2.60.040 - Meetings.

The regular meetings of the boards/committees/commissions shall be established by resolution of each respective board/committee/commission.

(Ord. No. 870B, § 2, 8-14-2012; Ord. No. 858B, § 1, 8-9-2011; Ord. No. 844B, § 1, 2-23-2010; Ord. 792B §8(part), 2005)

2.60.050 - Absence from meetings without cause.

If a member of any of the boards/commissions/committees is absent from three successive regular meetings of the board/commission/committee without cause the office of such member shall be deemed vacant and the secretary of each board/commission/committee shall immediately inform the city manager of such termination.

(Ord. 792B §8(part), 2005)

2.60.060 - Absence from meetings with cause.

An absence due to illness or an unavoidable absence from the city where written notice of the absence is given to the secretary of the board/commission/committee on or before the day or any regular meeting of the board/commission/committee shall be deemed absence for cause.

(Ord. 792B §8(part), 2005)

CHAPTER 2.62 - ECONOMIC DEVELOPMENT COMMITTEE**2.62.010 - Established.**

The economic development committee (EDC) is established.

(Ord. 666B §1(part), 1998)

2.62.020 - Function—Objective.

The EDC shall be an advisory body to the city council on matters related to the attraction and retention of businesses; development and review of plans, programs and strategies that relate to job creation; property and sales tax generation; and to serve as a source of local input into economic development.

(Ord. 666B §1(part), 1998)

2.62.040 - Removal.

Any public member of the committee may be removed, for any reason and without cause, by majority vote of the city council. Upon any such removal, the city council may appoint a successor for the unexpired term in accordance with Section 2.62.030.

(Ord. 666B §1(part), 1998)

2.62.050 - Vacancies.

A vacancy on the EDC shall be filled by appointment for the unexpired portion of the term in accordance with Section 2.62.030.

(Ord. 666B §1(part), 1998)

2.62.060 - Meetings—Minutes.

The EDC shall meet as determined by the members of the committee. All meetings shall be open to the public and in compliance with the Brown Act, Government Code Section 54950 et seq. The EDC may adopt rules and regulations for the conducting of EDC meetings. Minutes of all meetings shall be kept by a member of the committee. Minutes of each meeting shall be forwarded to each member of the EDC and to each member of the city council as soon as practical following each meeting.

(Ord. 666B §1(part), 1998)

2.62.070 - Chairperson and vice-chairperson.

The membership of the EDC shall select a chairperson and a vice-chairperson to serve a term of one year each. In no case shall the chairperson serve more than one consecutive term as chairperson.

(Ord. 666B §1(part), 1998)

2.62.080 - Duties.

It is the duty of the EDC to recommend to the city council means of attracting and retaining business and generating property and sales tax. It is also the duty of the EDC to develop and review plans, programs and strategies that promote job creation.

(Ord. 666B §1(part), 1998)

2.62.090 - Reimbursement for expenses.

Members of the EDC shall serve without compensation, provided, however, that the city council may reimburse members of the committee for reasonable expenses incurred in the performance of their duties.

(Ord. 666B §1(part), 1998)

2.62.100 - Studies by city personnel.

Upon a request from the EDC, the city manager may, from time to time, allocate city personnel to conduct special studies for the committee.

(Ord. 666B §1(part), 1998)

2.62.110 - Absence from meetings.

Any member of the committee who misses three consecutive regular meetings without the consent of the EDC shall be deemed to have resigned and the position shall be deemed vacant.

(Ord. 666B §1(part), 1998)

City of Lincoln 2016 Balanced Score Card - City Council & City Manager

[illegible]

Possible Metrics for Economic Development Action Plan

- Value of new infrastructure completed
- Level of satisfaction (transactional survey)
- New jobs added by existing businesses
- New business licenses
- Commercial building permit valuation
- Events staged and attendance
- Growth in sales tax revenue
- Volume of fuel sold
- Number of aircraft operations
- Website analytics
- Outreach initiatives



Economic Development Action Plan

2016-2017

Economic Development Vision

The City of Lincoln is a city of opportunity that is widely recognized for its authentic community character and tremendous quality of life, and is a secure and accommodating location for business investment.

Mission Statement

We will achieve our vision by:

- Providing the highest level of service.
- Being responsive to our community's expectations.
- Maintaining a safe, clean and fiscally sound business environment that benefits residents, businesses, and the region.
- Actively supporting the growth and expansion of our existing businesses, recruiting business that provide new, higher wage jobs, and attracting new retail development to expand the City's tax base.
- Promoting Lincoln for its location, community character, prime industrial sites, public safety services, regional airport, and other qualities that distinguish Lincoln in the region, such as Downtown Lincoln and premier open space amenities.

Planning Framework

Guided by the economic development goals established in the City of Lincoln General Plan and the City Council's 2016 Strategic Plan, this Economic Development Action Plan builds on the extensive community input, technical studies and goal setting performed under the oversight of the Lincoln Economic Development Committee. The action plan is also informed by the 2016 strategic framework developed by the Placer County Economic Development Board and strategic pillars of the Greater Sacramento Area Economic Council.

The intent of this Action Plan is to create a living, evolving plan that is integrated into the operation of the City. In addition, the Plan acknowledges the significance of regional partnerships and the importance of collaborating with our neighboring jurisdictions to achieve shared economic development goals.

Priority 1—Business Climate

The City takes a strong leadership role to build its reputation as a business-friendly community. The City emphasizes its commitment by ensuring permit transparency and efficient processing, investing in key infrastructure to support the growth of the economy, and by recognizing and anticipating the needs of the business community.

Metrics/Tracking:

- Value of new infrastructure completed
- Level of satisfaction (transactional survey)

- 1) Simplify the processes and procedures related to doing business in Lincoln wherever possible.**
 - a) Ensure a timely and predictable permit process.
 - b) Maintain an open line of communication between the business community and the City.
 - c) Accept and review projects under permit streamlining programs such as PASS and Permit Simplicity.
- 2) Maintain and expand key public infrastructure.**
 - a) Complete an assessment of infrastructure deficiencies and prioritize those which inhibit industrial development.
 - b) Identify infrastructure strengths that can be communicated in requests for information and marketing communications.
- 3) Inventory opportunity sites and community assets.**
 - a) Maintain list of available properties.
 - b) Promote community and economic assets.
- 4) Maintain and expand relationships with business organizations and key regional partners.**
 - a) Maintain active engagement with Lincoln Area Chamber of Commerce and Downtown Lincoln Association.
 - b) Partner with economic development organizations to provide information, training and support to the South Placer business community.
 - c) Regularly coordinate and collaborate with City of Rocklin, City of Roseville and Placer County.
- 5) Regularly acknowledge Lincoln businesses and their contributions to the community.**
 - a) Business introductions to Economic Development Committee
 - b) Business spotlight at City Council

Priority 2—Businesses and Employment

It is essential for the City to engage in business retention and expansion activities that maintain communication with existing businesses in Lincoln and address needs for growth and expansion by reaching out, listening, and responding appropriately. At the same time, new employers that import wealth and export products/services are essential for economic strength, and drive a community's employment opportunities, government budgets, and private sector investment. Also, new retail and service establishments expand local commerce, providing increased municipal revenues and jobs.

Metrics/Tracking:

- New jobs add by existing businesses
- New business licenses
- Commercial building permit valuation

1) Facilitate access to local resources for business.

- a) Survey small businesses to determine key resources they need to grow their business, and develop ways to connect businesses to priority resources.
- b) Develop a business visitation program to create awareness of available support and services.
- c) Develop a business resource guide.
- d) Coordinate with SedCorp, SCORE, SBDCs, and other partners in areas including training, access to capital, professional services.
- e) Promote local purchasing and business to business trade.

2) Facilitate support for entrepreneurs and business formation.

- a) Identify businesses with a high likelihood of success if moved to, or established in Lincoln based on strong analytics regarding Lincoln as a market place.
 - i) Promote the value of purchasing goods and services from Lincoln-based businesses.
- b) Work with South Placer partners to create meaningful support for entrepreneurs and startups.
 - i) Evaluate utilizing Technology Room at 12 Bridges Library as a maker space, training venue or other type of resource center for Sierra College and/or Lincoln High School classes.

3) Ensure “top of mind” awareness of Lincoln’s retail and commercial opportunities.

- a) Attend International Council of Shopping Centers (ICSC) conference and Northern CA deal making events.
- b) Regularly connect with real estate managers and directors of key retail targets.
- c) Research economic/industry sectors in trade area and pursue expansions.

4) Support the recruitment of new retail and service businesses to priority locations.

- a) Assist property owners and brokers in securing key tenant by providing information and permit processing support.

5) Strengthen and leverage partnership with Greater Sacramento Area Economic Council.

- a) Maintain active participation in Economic Development Directors Task Force (EDDT).
- b) Ensure City's recruitment efforts and messaging are strongly integrated with Greater Sacramento platform.
- c) Participate in sales calls/trade missions.

6) Establish and maintain strong relationships with site selectors and brokers.

- a) Seek opportunities to communicate directly with Site Selectors.
- b) Develop and maintain data on City website through subscription data services.
- c) Collaborate with brokers to integrate City messaging and communication strategies.
- d) Maintain list of available

7) Leverage relationships with regional job training resources and higher education.

- a) Assist businesses in accessing job training incentives.
- b) Ensure anticipated workforce training needs are accommodated in education institution planning.

Priority 3—Downtown Lincoln

A vital center of commerce and community for over 150 years, Downtown Lincoln is special. The community's history and civic pride are rooted in Downtown Lincoln, with special qualities and amenities that are unique in Placer County. As the community grows and expands, it is ever more important to strengthen Downtown Lincoln as the cultural center of the community.

Metrics/Tracking:

- Events staged and attendance
- Growth in sales tax revenue

1) Facilitate the organization of downtown revitalization efforts.

- a) Support Downtown Lincoln Association in the implementation of Main Street Four Point Approach.
- b) Initiate and maintain partnerships.

2) Enhance wayfinding and destination signage.

- a) Add directional signage from community points of entry and activity nodes to Downtown.
- b) Develop branded wayfinding signage within historic district.

3) Support expanded event programming and enhanced visitor experiences.

- a) Pursue expanded use of McBean Stadium.
- b) Attract unique and experiential concepts.

4) Prioritize Public Improvements and Public Realm Maintenance.

- a) Implement streetscape and street renovation projects.
- b) Coordinate periodic maintenance and cleanup events.

Priority 4—Lincoln Regional Airport

A unique aviation facility in the Greater Sacramento region, Lincoln Regional Airport is ideal for serving the aviation needs of the Lincoln-Rocklin-Roseville trade area. The airport supports frequent transient turbine aircraft and, as economic activity increases, this activity will increase. The City and the airport need to prepare for the anticipated increase in activity, and position the airport to become an attractive choice, particularly for turbine aircraft. In addition, the City has the opportunity to advance plans to develop the 90-acre Airport Business Park adjacent to the airport.

Metrics/Tracking:

- Volume of fuel sold
- Number of aircraft operations

1) Create an airport business plan.

- a) Utilize ACRP Report 77 as guide for business plan.
- b) Identify improvements needed to draw increased turbine aircraft operations.
- c) Advance Airport Business Park development project.

2) Develop airport branding, logo and marketing plan

- a) Pursue monument/destination signage for airport entry.
- b) Evaluate comparative position of airport in region and identify prospective businesses.

Priority 5—Communications and Outreach

Communicating a clear, positive and compelling marketing message, that is consistent across platforms and media, is essential to achieving the vision set by this Strategic Action Plan.

Metrics:

- Website analytics
- Outreach initiatives

- 1) Identify and develop a brand that showcases the “Character of Lincoln.”**
 - a) Leverage both the historical character and the modern amenities.
 - b) Building on assets that are unique to Lincoln.
- 2) Develop and execute a focused economic development marketing program.**
 - a) Create a digital communications marketing strategy focused on reaching target industry sectors and key retail prospects.
 - b) Utilize social media to communicate Lincoln brand and accomplishments
- 3) Build awareness of the City of Lincoln as a preferred business location.**
 - a) Leverage business success-stories and case studies.
 - b) Identify and promote unique industry clusters.
- 4) Maintain consistent and active presence in regional economic organizations.**
 - a) Actively participate in the Greater Sacramento Economic Development Directors Task Force.
 - b) Regularly connect and collaborate with adjacent jurisdictions to advance shared community and economic development interests.
- 5) Leverage opportunities related to growing Sports Tourism and Agritourism activities in and around Lincoln.**
 - a) Strengthen coordination with tourism promotion offices such as Placer Valley Tourism and Placer County Visitor’s Bureau.
 - b) Facilitate and support initiatives to draw sports and agritourism visitors to Lincoln shops and restaurants.
 - c) Plan for improvements to existing recreation facilities that enhance the function and utility for sports tourism and events.

Lincoln General Plan Economic Development Goals

ED-1: To promote a strong economic and fiscal base critical to sustaining long-term prosperity for the residents and businesses in the City of Lincoln and the region

Policy ED-1.1 Develop and Implement a Vision of the Future

Policy ED-1.2 Evaluate Fiscal Impacts

Policy ED-1.3 Develop Public / Private Partnerships

Policy ED-1.4 Grant Funding

ED-2: To coordinate long term land use and infrastructure decisions with future economic development.;

Policy ED-2.1 Utilize Specific Plans

Policy ED-2.2 Balance General Plan Goals with the Need for Flexible Zoning

Policy ED-2.3 Business Expansion and Attraction

Policy ED-2.4 Land Availability Information

ED-3: To provide a diverse and balanced mix of employment and residential opportunities within the City;

Policy ED-3.1 Business Expansion and Attraction

Policy ED-3.2 Workplace Alternatives

Policy ED-3.3 Provide for a Diversity of Housing Choices

Policy ED-3.4 Provide Live / Work Environments

ED-4: To retain existing businesses and attract new businesses to provide jobs for current and future residents;

Policy ED-4.1 Increase Activity of Existing Businesses

Policy ED-4.2 Identify Target Businesses and Industries

Policy ED-4.3 Attract New Businesses

Policy ED-4.4 Promote Assets

Policy ED-4.5 Retail Market

Policy ED-4.6 Regional Commercial

ED-5: To develop Lincoln Regional Airport to maximize the long-term economic return for the greater Lincoln community;

Policy ED-5.1 Marketing Strategy

Policy ED-5.2 Designate Land for Business Aviation Industry

Policy ED-5.3 Fiscal Solvency

ED-6: To preserve, enhance and expand the existing downtown so that it remain the psychological center of Lincoln.

Policy ED-6.1 Downtown Commercial Area

Policy ED-6.2 Business Retention and Expansion

Policy ED-6.3 McBean Park

Policy ED-6.4 Infill and Replacement Housing in Downtown

Policy ED-6.5 Relocation of Incompatible Uses

Policy ED-6.6 Auburn Ravine Park

Policy ED-6.7 Alternative Modes of Transportation

Policy ED-6.8 Urban Decay

Placer County Economic Development Board
Strategic Framework for 2016-17
April, 2016

(Final Draft)

The Placer County Economic Development Board (PCEDB) has a tremendous opportunity to provide critical leadership from both the private and public sectors on issues that enhance the economies of Placer County and its individual jurisdictions.

However, to be effective, the PCEDB, working in conjunction with county and city economic development staff, and in partnership with the board of supervisors and city/town councils, must be focused on **a defined set of specific objectives that we can measure and directly influence.**

Economic Development can be divided into several buckets, which apply to the opportunities before us in Placer County.

- Marketing & Research
- Business Recruitment
- Business Retention & Expansion/Resources
- Infrastructure/Assets/Opportunity Sites
- Workforce and Education
- Downtown Vitality (including arts and culture)

As chair of the PCEDB for the 2016-17 calendar years, I'm pleased to submit this final draft strategic framework for review, discussion and adoption by the board at its April 20, 2016 meeting.

Once finalized, I am suggesting that we present to the Placer County Board of supervisors and to the city councils of Roseville, Rocklin, Auburn, Colfax, Lincoln and the town council of Loomis for their information, input and, ideally affirmation.

Overall

Our objective **must be** to position Placer County as **"the best place to live and work"** in the six-county Sacramento region, if not all of Northern California.

Marketing

Develop a set of measurable statistics that demonstrate Placer County's position as the best place to live and work in the six county region, and how we compare to other Northern California communities.

Develop and execute a plan to promote on-line, and earned media at selected events throughout the year.

Develop on-line, social media and earned media strategies to celebrate successes that point back to Placer County's competitive position vis-a-vis our competition.

Business Recruitment

Develop material, resources and activities that leverage and promote our involvement in Greater Sacramento Economic Council's business recruitment efforts and position the county and the cities/town as "the preferred location" within the six county Sacramento region.

Business Retention and Expansion/Resources

"Business-Ready" Attitude

Ensure all jurisdictions in Placer County have established "streamlined" permitting processes, per Greater Sacramento's recommendations. Develop marketing material that establishes Placer County's "business-ready" approach. Celebrate business recruitment/retention successes that results from Placer County's "business-ready" attitude.

Small Business

Survey small businesses and determine the top two or three business resources they need to grow their business. Establish partnerships with entities committed to serve Placer County's businesses. Develop and execute a marketing strategy with local cities and chambers of commerce to connect small business to these priority resources. Develop a tracking system, regularly report outcomes and celebrate successes.

Top employers

Survey top employers in priority industry clusters (Life Sciences & Health Services, Information & Communications Technology, Advanced Manufacturing, Financial Services, Agriculture & Food, Tourism/Leisure & Hospitality) and determine two or three common needs/requirements. Develop and publicize a strategy to meet those needs.

Infrastructure/Assets

Identify "top three" county-wide infrastructure needs and develop a communications strategy to promote the value of key infrastructure from an economic development perspective and promote solutions. Suggested priorities:

Transportation	Utilities
Water Supply	Airports
Broadband/Information Technology	Industrial/Employment Centers

Workforce and Education

Higher Education

Promote university proposals as essential economic development drivers for Placer County's economic future. Collaborate with jurisdictions, current educational institutions and university proponents to reduce/eliminate barriers, cultivate support and ensure that higher education thrives and expands in Placer County.

STEM Education/Career Technical Education

Promote and Support CRANE high school career academy initiative, connecting employers in Placer County with related programs, promoting internships and other opportunities.

Downtown Vitality

Look for diverse place-making opportunities to support and promote downtown development, programming and business development in each of Placer County's downtown districts, including arts and culture, entertainment and other catalysts.

The power of one *collective voice*
Incorporating a single integrated behavior

Competitiveness

